

1 DECEMBER 2004



Personnel

THE ENLISTED FORCE STRUCTURE

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OPR: HQ USAF/CCC
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Supersedes AFI 36-2618, 1 April 1999

Certified by: HQ USAF/CCC
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Pages: 19
Distribution: F

This instruction defines the enlisted force structure, establishes enlisted leadership and development levels, specifies responsibilities of each enlisted rank within the structure, establishes official terms of address for Air Force enlisted personnel, describes special SNCO positions, and standardizes duty titles. It implements AFD 36-26, *Total Force Development*. This instruction establishes mandatory responsibilities for enlisted members. Failure to observe the mandatory provisions of this instruction in paragraphs **3.1**, **4.1**, and **5.1**, by military personnel, is a violation of Article 92, Uniform Code of Military Justice (UCMJ). It applies to all enlisted members of the Air Force, Air National Guard (ANG), and US Air Force Reserve (AFRES). Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFD 37-1, *Information Management*, and AFMAN 37-123, *Management of Record*, and disposed of in accordance with the Air Force Records Disposition Schedule located at <https://webrims.amc.af.mil>. Process supplements to this instruction as shown in AFI 33-360, Volume 1, *Publications Management Program*. Refer to Attachment 1 for a glossary and supporting information.

SUMMARY OF REVISIONS

This instruction substantially revises AFI 36-2618, 1 Apr 99. It establishes the enlisted leadership and development levels, adds general Airman responsibilities, further clarifies NCO and SNCO responsibilities, describes special SNCO positions, and standardizes enlisted duty titles.

Chapter 1

INTRODUCTION

1.1. Philosophy of the Enlisted Force Structure.

1.1.1. The enlisted force is a diverse corps of functionally and operationally specialized Airmen. Yet, despite the natural differences found across functional and operational lines, there is a compelling need for a common approach to career progression, professional development, and the assumption of increased supervisory and leadership responsibilities. To best leverage our resources we must have a consistent, well-defined set of expectations, standards, and opportunity for growth for *all* Airmen, regardless of specialty or command. The enlisted force structure provides this consistency and common approach. It is the enlisted force structure that defines us as *Airmen*, rather than merely specialists.

1.1.2. All elements of the enlisted force structure reflect the core values of the Air Force (Integrity, Service Before Self, and Excellence) and are essential to the profession of arms. The core values are the basis for Air Force policies, guidance, and overall focus.

1.2. Purpose of the Enlisted Force Structure.

1.2.1. Provide an enlisted force structure that best meets mission requirements.

1.2.2. Provide a common, stable career structure for all enlisted personnel.

1.2.3. Provide all Airmen the opportunity for professional growth.

1.2.4. Define:

1.2.4.1. The three tiers of the enlisted force structure.

1.2.4.2. The three levels of enlisted leadership and development.

1.2.4.3. The roles, responsibilities, expectations, and official terms of address for each enlisted rank.

1.2.4.4. Special Senior Noncommissioned Officer positions.

1.2.4.5. The official duty titles for the enlisted force.

Chapter 2

THE ENLISTED FORCE STRUCTURE

2.1. Three Enlisted Force Structure Tiers. The enlisted force is comprised of three distinct and separate tiers, each correlating to increased levels of training, education, technical competence, experience, leadership, and managerial responsibilities. These tiers are the Airman Tier, NCO Tier, and SNCO Tier.

2.1.1. The Airman Tier: This tier consists of Airman Basic, Airman, Airman First Class, and Senior Airman. Airmen are initially focused on adapting to the requirements of the military profession, achieving technical proficiency, and learning how to be highly productive members of the Air Force. Once they are promoted to Senior Airman, they begin to exercise limited supervision and leadership as they prepare for increased responsibilities, while continuing to broaden their technical skills.

2.1.2. The NCO Tier: This tier consists of Staff Sergeants and Technical Sergeants who, in addition to continuing their technical growth and becoming expert hands-on technicians, also serve as first line supervisors. NCOs ensure their team members work together to accomplish the mission. NCOs are responsible for training and developing the Airmen they supervise into the NCOs of the future. They also continue to develop their own leadership skills in preparation for increased responsibilities.

2.1.3. The SNCO Tier: This tier consists of the top three ranks of the enlisted force structure: Master Sergeant, Senior Master Sergeant, and Chief Master Sergeant. SNCOs are a critical component of the Air Force's ability to project air power. SNCOs have a great deal of experience and leadership ability which they use to leverage resources and personnel against a variety of mission requirements. The SNCO's primary focus is on accomplishing the organization's mission through the skillful use of teams. They also concentrate on further developing their teams and people, both technically and professionally. They participate in the decision making process, as appropriate, on a variety of technical, operational, and organizational issues. A few go on to serve at the highest levels in the Air Force as strategic leaders and managers.

2.2. Three Enlisted Leadership and Development Levels. The three leadership and development levels in the Air Force are the Tactical, Operational, and Strategic levels. These levels directly correlate the scope of an enlisted person's duties and primary responsibilities to mission requirements as well as the type of development needed to serve at this level. These levels apply across the entire spectrum of the enlisted force structure.

2.2.1. Tactical Level: This level of leadership normally applies to Airman Basics through Technical Sergeants. At the tactical level, Airmen and NCOs perfect their primary skills. They are trained, attend Professional Military Education (PME), and achieve their 5- and 7-skill levels. They strive to become the best technicians and team members they can be. As they increase in rank, they also begin to train others and serve as first line supervisors and NCOICs of sections (Note: Only NCOs and SNCOs may serve as NCOICs). The primary focus at the tactical level is accomplishing all assigned work as efficiently as possible using the personnel and resources available.

2.2.2. Operational Level: This level normally applies to Master Sergeants through Chief Master Sergeants who typically work at the Numbered Air Force (NAF) level and below. This is where SNCOs transition from being expert technicians and first line supervisors to leaders with broader operational leadership, supervisory, and managerial responsibilities. They continue to develop their ability to use their expertise, experience, management skills, and leadership skills to convert direction from their

superiors into mission accomplishment. The majority of our enlisted force will spend their entire careers at the tactical and operational levels. This is where their natural strengths – the technical skills, experience, and day-to-day mission focus of the enlisted force – are most required.

2.2.3. Strategic Level: This level normally applies to Chief Master Sergeants, and a few other SNCOs, assigned to higher headquarters. These leaders serve in key leadership positions at the Department of Defense, Headquarters Air Force, Major Commands (MAJCOM), direct reporting units, and select agencies and headquarters. They continue to develop their knowledge of Air Force institutional management processes, challenges, and vision to improve their ability to advise senior leaders, participate in top-level decision making processes, draft policies, manage career fields, and lead far-reaching programs. The primary focus at this level is the strategic leadership and management of the force to best meet current and future requirements.

Chapter 3

AIRMAN RESPONSIBILITIES

3.1. General Airman Responsibilities. Airmen must:

3.1.1. Accept and execute all duties, instructions, responsibilities, and lawful orders in a timely, efficient manner. Complete assigned tasks and accomplish the mission by being an effective follower. Place the requirements of their official duties and responsibilities ahead of their personal desires. Airmen placed in charge of any work activity or in charge of other Airmen have the authority to issue lawful orders appropriate for the completion of their assigned tasks. Failure to obey lawful orders violates Article 92 of the UCMJ (duty status determines Air Reserve Component authority).

3.1.2. Strive for and maintain the highest level of personal readiness to meet Air and Space Expeditionary Force mission requirements:

3.1.2.1. Be technically ready to accomplish the mission. Attain and maintain a skill level commensurate with their rank and maintain a high degree of proficiency in their awarded specialty as outlined in their Career Field Education and Training Plan (CFETP). (AFI 36-2201, *Air Force Training Program*; AFPD 36-22, *Air Force Military Training*).

3.1.2.2. Be physically ready to accomplish the mission. Keep themselves in good physical condition and meet Air Force fitness standards. Participate in the Air Force Fitness Program. (AFI 10-248, *Fitness Program*).

3.1.2.3. Be mentally ready to accomplish the mission. Issues that can affect and detract from mental readiness are quality of life, financial problems, sexual harassment, discrimination, stress, marital problems, and substance abuse. These types of issues can prevent individuals from focusing on the mission, diminish motivation, erode a positive attitude, and reduce the quality of work. All of this negatively impacts mission accomplishment.

3.1.2.3.1. If having difficulty dealing with the issues above, Airmen should seek assistance through their supervisory chain, first sergeant, commander, chaplain, or appropriate referral agencies. Airmen are expected to take positive steps to resolve these issues in a responsible manner.

3.1.2.3.2. Actively support the Air Force's policy of "zero tolerance" for discrimination and sexual harassment. Airmen must help maintain an environment free of any behaviors that hinder other team members' ability to achieve their full potential and maximize their contribution. (AFI 36-2706, *Military Equal Opportunity and Treatment Program*.)

3.1.2.3.3. Be alert to detect people who may be exhibiting suicidal behavior and immediately report it to their supervisory chain, first sergeant, or commander. Fellow Airmen are a very important part of suicide prevention.

3.1.2.4. Be spiritually ready to accomplish the mission. Spiritual readiness is the development of those personal qualities needed to help a person through times of stress, hardship, and tragedy. Spiritual readiness may or may not include religious activities.

3.1.2.5. If postured to deploy, meet all pre-deployment requirements.

3.1.3. Exhibit professional behavior, military bearing, respect for authority, the highest standards of dress and appearance, and exemplary standards of on and off-duty performance. Airmen should correct personnel who violate military standards. (AFI 36-2903, *Dress and Personal Appearance of the Air Force Personnel*; AFD 36-29, *Military Standards*; AFI 36-2909, *Professional and Unprofessional Relationships*.)

3.2. Specific Airman Responsibilities.

3.2.1. Airman Basic (AB). ABs are primarily in a learning capacity, adapting to the requirements of the military profession, acquiring knowledge of military customs, courtesies, and Air Force standards, as well as striving to attain technical proficiency. If at their first duty station, they can perform basic tasks under close supervision. ABs operate at the tactical level. The official term of address is Airman Basic or Airman.

3.2.2. Airman (Amn). Amn, while still primarily in a learning capacity, are expected to understand and conform to military standards, customs and courtesies. Despite primarily being in a learning capacity, if at their first duty station, Amn, over time, often begin to show some job proficiency at basic tasks. They will still require significant supervision and support. Amn operate at the tactical level. The official term of address is Airman.

3.2.3. Airman First Class (A1C). A1Cs fully comply with Air Force standards and are expected to devote their efforts to the mastery of skills required in their career fields and the military profession, while becoming effective team members. After a few months at their first duty station, they are usually skilled on numerous tasks. Continued supervision is essential to A1Cs' ongoing technical and professional growth. They typically earn their 5-skill level at this grade. A1Cs operate at the tactical level. The official term of address is Airman First Class or Airman.

3.2.4. Senior Airman (SrA). SrA are commonly used as skilled technicians and trainers. It is essential SrA begin developing supervisory and leadership skills through progressive responsibility on the job, PME, individual study, and mentoring by their supervisors. When utilized as supervisors, SrA strive to establish themselves as effective first-line supervisors, through maximum use of guidance and assistance from the NCOs above them. SrA can be utilized as reporting officials upon completion of Airman Leadership School (ALS). SrA operate at the tactical level. The official term of address is Senior Airman or Airman.

Chapter 4

NCO RESPONSIBILITIES

4.1. General NCO Responsibilities. NCOs must:

4.1.1. Accept and execute all duties, instructions, responsibilities, and lawful orders in a timely, efficient manner. Lead subordinates and exercise effective followership in mission accomplishment. Place the requirements of their official duties and responsibilities ahead of their personal desires. NCOs have the authority to issue lawful orders appropriate for the completion of their assigned tasks. Failure to obey lawful orders violates Article 92 of the UCMJ (duty status determines Air Reserve Component authority).

4.1.2. Maintain the highest level of readiness to meet Air and Space Expeditionary Force mission requirements. An NCO's primary purpose in the Air Force is to be a skilled technician in their assigned specialty and building, preparing, and leading teams to accomplish the mission.

4.1.2.1. Be technically ready to accomplish the mission. Attain and maintain a skill level commensurate with their rank and maintain a high degree of proficiency in their duties as outlined in their CFETP. Additionally, they must train and develop their subordinates to ensure they are also technically ready to accomplish the mission. (AFI 36-2201, *Air Force Training Program*; AFD 36-22, *Air Force Military Training*).

4.1.2.2. Be physically ready to accomplish the mission. Keep themselves in good physical condition, meet Air Force fitness standards, and set a positive example for subordinates. Lead the way by promoting, supporting, and participating in the Air Force Fitness Program and their units' physical training programs. Incorporate physical training into their teams' duty schedules. (AFI 10-248, *Fitness Program*).

4.1.2.3. Be mentally ready to accomplish the mission. Issues that can affect and detract from mental readiness are quality of life, financial problems, sexual harassment, discrimination, stress, marital problems, substance abuse, and lack of recognition. These types of issues can prevent individuals from focusing on the mission, diminish motivation, erode a positive attitude, and reduce the quality of work. Also, ensure they are monitoring and addressing problems with their subordinates' mental readiness.

4.1.2.3.1. If NCOs are experiencing problems dealing with the issues above and require assistance, they must consult their supervisory chain, their first sergeant, commander, chaplain, or appropriate referral agencies. NCOs must always take positive steps to resolve these types of issues in a responsible manner.

4.1.2.3.2. Assist subordinates in resolving personal, financial, marital, alcohol, and stress related problems. Supervisors are often in the best position to detect early indications of these problems and are key to identifying, addressing, and resolving them. Supervisors must stay involved and be supportive as their subordinates struggle to resolve their problems. Supervisors must also clarify Air Force standards, provide feedback on duty performance, and provide counseling on professional behavior, military bearing, and available referral agencies. If additional assistance is required, NCOs must consult their supervisory chain, their first sergeant, chaplain, or appropriate referral agency. (AFD 36-29, *Military Standards*; AFI 36-2406, *Officer and Enlisted Evaluation System*; AFI 36-2909, *Professional and Unprofessional Rela-*

tionships; AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*; AFI 44-120, *Drug Abuse Testing Program*).

4.1.2.3.3. Actively support the Air Force's policy of "zero tolerance" for discrimination and sexual harassment. NCOs must maintain a professional environment that enables personnel to achieve their full potential and maximize their contribution. (AFI 36-2706, *Military Equal Opportunity and Treatment Program*).

4.1.2.3.4. Remain watchful for signs that subordinates, or any Air Force member, may be suicidal. Supervisors are often in the best position to detect early signs of suicidal behavior. If an NCO notices a person is exhibiting behavior indicating they may be suicidal, NCOs must immediately seek assistance from their first sergeant, commander, security forces, chaplain, life skills support center, or medical personnel and remain with the person until relieved by the proper authority.

4.1.2.3.5. Frequently visit dining facilities, chapel centers, recreation facilities, dormitories, and enlisted clubs to familiarize themselves with their subordinates' off-duty opportunities and living conditions.

4.1.2.3.6. Appropriately recognize and reward those individuals whose military conduct and duty performance clearly exceed established standards. Also, hold subordinates accountable when they do not meet established standards.

4.1.2.4. Be spiritually ready to accomplish the mission. Spiritual readiness is the development of those personal qualities needed to help a person through times of stress, hardship, and tragedy. Also, provide assistance to subordinates who may be struggling with their spiritual readiness through the Chaplain, life skills support center, or other support agencies. Spiritual readiness may or may not include religious activities.

4.1.2.5. If postured to deploy, meet all pre-deployment requirements. Also, ensure they educate and assist subordinates with deployment preparation actions. Correct and counsel subordinates when they don't meet deployment readiness standards. NCOs are responsible for their subordinates' deployment readiness status.

4.1.3. If senior in grade, accept responsibility for assuming the role of leader. Responsibility and accountability increase commensurate with grade. This policy stems from time-honored military customs and traditions. Within enlisted grades, NCOs take rank and precedence over all Airmen and other NCOs according to rank. Within the same grade - Date of Rank (DOR), Total Active Federal Military Service Date (TAFMSD), Pay Date, and Date of Birth (DOB) determine seniority.

NOTE: In some circumstances, commanders may place NCOs who are lower in rank in charge of other NCOs of the same grade (i.e. A TSgt, with a date of rank of 1 Apr 02, is placed in charge of a fellow TSgt, with a date of rank of 1 May 01.). When placed in charge by commanders, these NCOs have the authority to issue lawful orders appropriate for mission accomplishment. Failure to obey lawful orders violates Article 92 of the UCMJ (duty status determines Air Reserve Component authority).

4.1.4. Support and explain leaders' decisions.

4.1.5. Take an *active* leadership and supervisory role by staying involved with their personnel on a daily basis. Take their experience and knowledge and focus it downward to their personnel. Mentor, by providing guidance and instruction to subordinates to develop and grow them so they are prepared

to accept increased levels of authority and responsibility. Help each of them reach his/her full potential.

4.1.6. Exceed the standards and expectations levied upon their Airmen. Epitomize excellence, serving as a role model for Airmen to emulate. Lead by example by exhibiting professional behavior, military bearing, respect for authority, and the highest standards of dress and appearance. Instill these types of behaviors in their subordinates. Clarify Air Force standards regarding such things as duty performance, safety, on/off-duty behavior, professional/unprofessional relationships, and personal appearance. Be alert to personnel who violate Air Force standards and immediately correct them. (AFPD 36-29, *Military Standards*; AFI 36-2406, *Officer and Enlisted Evaluation Systems*; AFI 36-2909, *Professional and Unprofessional Relationships*; AFI 91-202, *The US Air Force Mishap Prevention Program*).

4.1.7. Provide career counseling to subordinates on benefits, entitlements, and opportunities available during an Air Force career. Ensure subordinates understand what is expected to be competitive for promotion and what types of career opportunities exist for them. At a minimum, counseling occurs in conjunction with performance feedback counseling or when an individual comes up for quality review under the selective reenlistment program. At the end of the counseling session, review with and provide each individual the Air Force Benefits Fact Sheet.

4.1.8. Promote a culture of flexible Airmen who are capable of mastering multiple tasks to better support Air and Space Expeditionary Force mission requirements.

4.1.8.1. Consider pursuing opportunities, and encourage subordinates, to retrain into Air Force shortage career fields, when appropriate, to balance the force, enabling the Air Force to meet mission requirements.

4.1.8.2. Consider pursuing opportunities, and encourage subordinates, to serve in special duties, such as Military Training Instructor, PME Instructor, Recruiter, etc.

4.1.9. Secure and promote PME and professional enhancement (PE) for themselves and subordinates to develop and cultivate leadership skills and military professionalism. In addition, support voluntary off-duty education opportunities to enhance professional growth. (AFI 36-2301, *Professional Military Education*).

4.1.10. Promote organizational esprit de corps and foster good community relations by supporting professional organizations as well as unit, base, and Air Force events. Also, encourage subordinates to do the same.

4.2. Specific NCO Responsibilities.

4.2.1. Staff Sergeant (SSgt). SSgts are primarily highly skilled technicians with supervisory and training responsibilities. They must continuously strive to further their development as technicians. SSgts must also strive for greater supervisory competence, and they should be given opportunities to demonstrate leadership, as they develop as leaders. They are responsible for their subordinates and the effective accomplishment of all assigned tasks. They ensure proper and effective use of all personnel and materiel under their control. SSgts operate at the tactical level. The official term of address is Staff Sergeant or Sergeant.

4.2.2. Technical Sergeant (TSgt). TSgts are often their organizations' technical experts within their specialty, in addition to providing sound supervision and training. They are responsible for the devel-

opment of all assigned enlisted personnel. They must obtain maximum performance from each subordinate and ensure the mission is efficiently and effectively accomplished. TSgts must continuously strive to broaden and perfect their technical expertise and supervisory techniques. TSgts operate at the tactical level of leadership. The official term of address is Technical Sergeant or Sergeant.

Chapter 5

SNCO RESPONSIBILITIES

5.1. General SNCO Responsibilities. In addition to meeting all NCO responsibilities, SNCOs must:

- 5.1.1. Provide highly effective leadership. A SNCO's primary purpose in the Air Force is leading and managing teams to accomplish the mission.
- 5.1.2. Translate their leaders' direction into specific tasks and responsibilities their teams understand and can execute. Support and explain leaders' decisions. SNCOs should study the decisions to understand their rationale and goals, so they can fully leverage their personal experience and knowledge to more effectively accomplish the mission.
- 5.1.3. Be an active, visible leader. Develop their NCOs into better leaders and supervisors. Deliberately grow and prepare their NCOs to be effective future SNCOs.
- 5.1.4. Help leadership make informed decisions. SNCOs must draw upon their knowledge and experience to provide constructive input, when appropriate, to best meet the challenges facing their organizations.
- 5.1.5. Support company grade officers' (CGO) continued development as leaders by sharing knowledge and experience, when appropriate, to best meet their organizations' challenges. Build professional relationships with CGOs, striving to create the most effective leadership teams to best accomplish the mission.
- 5.1.6. Exceed the standards and expectations levied upon their NCOs and Airmen. Epitomize excellence, professionalism, and competence, serving as a role model for NCOs and Airmen to emulate.
- 5.1.7. Ensure money, facilities, and resources are utilized in a manner that is efficient, effective, and in the best interests of the Air Force. Plan resource utilization, replenishment, and budget allocation to ensure personnel are provided the equipment and resources needed to effectively accomplish the mission.
- 5.1.8. Promote a culture of flexible Airmen capable of adapting to evolving Air Force requirements throughout a career.
 - 5.1.8.1. Consider, support, and encourage retraining as needed, to balance the force and enable our Air Force to meet mission requirements.
 - 5.1.8.2. Consider, support, and encourage serving in special duties, such as first sergeant, military training instructor, recruiter, or PME instructor.
- 5.1.9. Continue professional developmental through a variety of means, such as books, voluntary career development courses, lectures, off-duty education, leadership seminars, etc. Personal professional growth never ends.

5.2. Specific SNCO Responsibilities.

- 5.2.1. Master Sergeant (MSgt). MSgts are transitioning from being technical experts and first line supervisors to operational leaders who merge their personnel's talents, skills, and resources with other teams' functions to most effectively accomplish the mission. They are continuing to develop their leadership and management skills. This rank carries significantly increased responsibilities and

requires a broad technical and managerial perspective. MSgt selects should immediately enroll and complete Course 12, SNCO PME Distance Learning Course, in preparation for their new roles. MSgts normally operate at the operational level of leadership. The official term of address is Master Sergeant or Sergeant.

5.2.2. Senior Master Sergeant (SMSgt). SMSgts are key, experienced, operational leaders, skilled at merging their personnel's talents, skills, and resources with other teams' functions to most effectively accomplish the mission. SMSgts continue to develop their leadership and management skills in preparation for expanded responsibilities and higher leadership positions. SMSgts normally operate at the operational level of leadership. The official term of address is Senior Master Sergeant or Sergeant.

5.2.3. Chief Master Sergeant (CMSgt). The rank of CMSgt is the highest enlisted rank in the Air Force, with the exception of the Chief Master Sergeant of the Air Force (CMSAF). Since its inception, the rank of CMSgt has evolved to hold a very distinctive role in the force. Superiors and subordinates alike rightfully place very high expectations upon those serving in this grade. CMSgts serve in key leadership roles at all levels in the Air Force from flight-level up to Air Staff. They serve as commanders, superintendents, program managers, command chief master sergeants, functional managers, and career field managers. The Air Force ensures only the very best NCOs are selected to this top rank. CMSgts, as senior leaders in our force, must at all times epitomize the finest qualities of a military leader. CMSgts bring substantial institutional, operational, and functional experience as well as strong leadership skills to their organizations and all assigned tasks. CMSgts must continually strive to further develop their leadership and management skills to better prepare them for future roles. As key mentors they must actively develop their Airmen, NCOs, and SNCOs into the enlisted leaders of the future. CMSgts are assigned Chief Enlisted Manager (CEM) codes upon selection to CMSgt and may fill any leadership/managerial level position and perform all duties not prohibited by law or directive. CMSgts serve at the operational and strategic levels of leadership, depending on assignment. The official term of address is Chief Master Sergeant or Chief.

Chapter 6

SPECIAL SNCO POSITIONS

6.1. Special SNCO Positions. SNCOs serve in a number of special leadership positions. These positions are listed below:

6.1.1. Chief Master Sergeant of the Air Force (CMSAF). The CMSAF is the senior enlisted member of the Air Force and takes precedence over all enlisted members while serving in the position. The CMSAF provides leadership to the enlisted force and advises the Chief of Staff, Secretary of the Air Force, Chairman of the Joint Chiefs of Staff, and the Secretary of Defense on enlisted matters. The CMSAF communicates with the force and testifies before Congress. The CMSAF operates at the strategic level of leadership. The official term of address is Chief Master Sergeant of the Air Force or Chief. (AFI 36-2109, *Chief Master Sergeant of the Air Force and Command Chief*).

6.1.2. Command Chief Master Sergeants (CCM). The CCM is the top enlisted position in a wing, NAF, MAJCOM, or other organization authorized a CCM. The CCM provides leadership to the enlisted force and advises commanders on matters impacting the enlisted force, among other responsibilities. The CCM is the functional manager for the first sergeants in their organization. MAJCOM CCMs operate at the strategic level of leadership. All other CCMs operate at the operational level of leadership. (AFI 36-2109, *Chief Master Sergeant of the Air Force and Command Chief*).

6.1.3. Air Force Career Field Managers (AFCFM). Enlisted AFCFMs are typically CMSgts serving at Headquarters Air Force who are responsible for organizing and managing one or more enlisted career fields. Their responsibilities include establishing career field entry requirements, managing trained personnel requirements and manning, as well as developing and managing career-long training plans' requirements and programs. They also construct viable career paths, evaluate training effectiveness, monitor health and manning of the career field, and provide input on personnel policies and programs. Additionally, they develop force management policies and programs, develop contingency planning policy, validate deployment requirements, and verify workforce availability. They are also functional experts. They ensure their career fields are responsive to both current and future needs of the Air Force. They communicate directly with other Headquarters Air Force offices on issues impacting their career field and with their respective MAJCOM enlisted career field representatives and Air Education and Training Command Training Managers to disseminate Air Force and career field policies and program requirements. AFCFMs operate at the strategic level of leadership.

6.1.4. MAJCOM Functional Managers (MFM). Enlisted MFMs are SNCOs who manage designated enlisted career fields for a MAJCOM and serve as the MAJCOM liaisons for their respective AFCFMs. MFMs monitor the health and manning of their career fields within their command and elevate concerns to the AFCFMs. They manage command training for their career field and coordinate command training and personnel issues across their MAJCOM staff and with AFCFMs. They disseminate Air Force and career field policies and program requirements affecting their career field throughout the MAJCOM. They coordinate with the Air Force Personnel Center, through their MAJCOM/DP, to distribute personnel throughout the MAJCOM to ensure proper command prioritization of allocated/assigned personnel resources. They provide functional and subject matter expertise to Air Education and Training Command Training Managers to develop new or modify/improve existing training programs. Enlisted MFMs operate at the strategic level of leadership.

6.1.5. Commandants. Enlisted academy commandants are CMSgts who lead the enlisted academies. There are commandants at each NCO Academy, the SNCO Academy, and the First Sergeant Academy. Enlisted academy commandants implement and enforce policies, procedures, and directives directly related to the accomplishment of the academies' course of instruction. They analyze data and provide direction and vision regarding the effectiveness of their academies' efforts via curriculum evaluations, faculty assessment and development, student achievement criteria/feedback, and contact with senior leadership. They are responsible for ensuring and coordinating their academies' alignment with the current and future needs of USAF and DoD missions. Additionally, they coordinate frequent visits from high-ranking military and civilian leadership. NCO Academy and First Sergeant Academy commandants operate at the operational level of leadership. The Commandant, Air Force SNCO Academy operates at the strategic level of leadership due to the broad range of impact and responsibilities. The Vice Commandant, College for Enlisted Professional Military Education (CEPME) leads all enlisted PME efforts in the Air Force as directed by the Commander, CEPME, and also operates at the strategic level of leadership.

6.1.6. Group Superintendent. Group superintendents provide leadership and management in organizing, equipping, and training towards the accomplishment of the organization's mission. They manage and direct resource activities as well as interpret and enforce policies and applicable directives. They also establish control procedures to meet mission goals and standards. Additionally, they recommend or initiate actions to improve organizational effectiveness and efficiency as well as ensure the management of personnel and resources are consistent with current practices and procedures in support of the wing's mission. They resolve issues between subordinate squadrons, other groups, wing staff, and outside agencies as well as perform other duties as directed by the group commander. Group superintendents operate at the operational level of leadership.

6.1.7. First Sergeants. First sergeants are specially selected SNCOs freed from operational and production requirements to provide a dedicated focal point for enlisted issues within their units. First sergeants derive their authority from the unit commander and exercise general supervision over all assigned enlisted personnel. At home station or deployed, a first sergeant's primary responsibility is to maintain a mission-ready enlisted force. First sergeants provide sound advice to commanders on a wide range of topics including morale, discipline, mentoring, well-being, recognition, and the professional development of enlisted members. They ensure the enlisted force understands the commanders' policies, goals, and objectives. They ensure support agencies are responsive to their people's needs. They conduct quality force reviews on all enlisted performance reports and decoration recommendations. Working with their fellow SNCOs and supervisors, first sergeants ensure discipline is equitable and effective, and that the highest level of esprit de corps is maintained. First sergeants work closely with the command chief master sergeant to prepare the organization's enlisted force to best execute all assigned tasks. They participate in the first sergeants council, and other activities that support the total needs of the military community. First sergeants operate at the operational level of leadership.

Chapter 7

ENLISTED DUTY TITLES

7.1. Enlisted Duty Titles. When properly applied, duty titles facilitate a quick understanding of a person's role and level of responsibility. Enlisted duty titles are assigned based upon the scope of responsibility and the duties being performed. A consistent, standard approach is important to ensure the terms are meaningful.

7.2. Authorized Enlisted Duty Titles. The following duty titles are the official, authorized duty titles in the enlisted force. The only exceptions are the special SNCO duty positions listed in [Chapter 6](#) and limited instances when a person's position or duties don't meet the criteria listed below.

7.2.1. Enlisted personnel in positions who don't meet the criteria listed in paragraphs [7.2.2.](#) through [7.2.9.](#) or in positions associated with the 8XXXX special duty identifiers will have a duty title that most accurately reflects their day-to-day duties (i.e. Ground Safety Technician, PME Instructor, Network Administrator, Career Assistance Advisor, Dedicated Crew Chief, Flightline Expediter, etc.).

7.2.2. Supervisor. Used for NCOs and Airmen who are first line supervisors (i.e. Ground Safety Supervisor, Heavy Equipment Supervisor, Shift Supervisor, etc.). Airmen will not have the duty title "Supervisor" unless they are at least a SrA, graduated ALS, and supervise the work of others.

7.2.3. NCOIC. Used only for NCOs and SNCOs in charge of a workcenter or element. NCOICs typically have subordinate supervisors (i.e. NCOIC, Installation Security; NCOIC, Outbound Assignments, etc.). Also used for NCOs whose primary duty is being in charge of a program or function, such as unit training management or resource management, even if they do not directly supervise personnel.

7.2.4. Section Chief. Used for NCOs and SNCOs in charge of a section with at least two subordinate workcenters or elements (i.e. Section Chief, Network Control Center; Section Chief, Life Support; etc.). Section Chiefs are typically SNCOs and the rank will vary depending upon the size of the section (number of enlisted personnel, number of workcenters, and scope of responsibilities).

7.2.5. Flight Chief. Used for NCOs and SNCOs who are the enlisted leaders of a flight (i.e. Flight Chief, Information Systems Flight; Flight Chief, Operations Flight; etc.). Flight Chiefs are typically SNCOs and the rank will vary depending upon the size of the flight (number of enlisted personnel, number of workcenters, and scope of responsibilities).

7.2.6. Squadron Superintendent. Used for a CMSgt, and occasionally a SMSgt or MSgt, who is the enlisted leader of a squadron. (i.e. Squadron Superintendent, 100th Mission Support Squadron; Squadron Superintendent, 1st Operational Support Squadron, etc.). Only SNCOs will hold the duty title of Squadron Superintendent.

7.2.7. Superintendent. Used for SNCOs in charge of wing level functions, group level functions, and functions within a squadron having either oversight of functions within other squadrons or within the same squadron. Examples of these types of duty titles are Production Superintendent, Operations Superintendent, Resource Management Superintendent, Command Post Superintendent, and Logistics Group Quality Control Superintendent. Only SNCOs will hold the duty title of Superintendent.

7.2.8. Manager. In addition to the special SNCO positions of AFCFM and MFM, used for NCOs and SNCOs who are program, project, and policy managers at NAF, MAJCOM, DRU, FOA, Joint Staff,

or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of the directorate, division, or branch (i.e. Manager, Intelligence Systems Integration; Manager, Joint Operations Analysis and Planning; etc.).

7.2.9. Chief. Used for CMSgts who are program, project, or policy managers at NAF, MAJCOM, DRU, FOA, Joint Staff, or Air Staff levels. They may or may not have personnel working for them and may be the enlisted leader of the directorate, division, or branch (i.e. Chief, Enlisted Evaluations and Promotions Policy; Chief, Airmen Assignments; etc.).

JOHN P. JUMPER, General, USAF
Chief of Staff

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoD Directive 5500.7, *Joint Ethics Regulation*

AFI 10-248, *Fitness Program*

AFPD 36-22, *Air Force Military Training*

AFPD 36-26, *Total Force Development*

AFPD 36-29, *Military Standards*

AFI 36-2109, *Chief Master Sergeant of the Air Force and Command Chief Master Sergeant Programs*

AFI 36-2110, *Assignments*

AFI 36-2201, *Air Force Training Program*

AFI 36-2301, *Professional Military Education*

AFI 36-2406, *Officer and Enlisted Evaluation Systems*

AFI 36-2502, *Airman Promotion Program*

AFI 36-2706, *Military Equal Opportunity and Treatment Program*

AFI 36-2903, *Dress and Personal Appearance of Air Force Personnel*

AFI 36-2909, *Professional and Unprofessional Relationships*

AFPD 37-1, *Information Management*

AFMAN 37-123, *Management of Records*

AFI 44-120, *Drug Abuse Testing Program*

AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*

AFI 91-202, *The US Air Force Mishap Prevention Program*

Abbreviations and Acronyms

AFCFM—Air Force Career Field Manager

AFI—Air Force instructions

AFPD—Air Force Policy Directive

AFRES—Air Force Reserve

ALS—Airman Leadership School

ANG—Air National Guard

CCAF—Community College of the Air Force

CCM—Command Chief Master Sergeant

CEM—Chief Enlisted Manager

CEPME—College for Enlisted Professional Military Education

CFETP—Career Field Education and Training Plan

CGO—Company Grade Officer

CMSAF—Chief Master Sergeant of the Air Force

DOB—Date of Birth

DOR—Date of Rank

MAJCOM—Major Command

MFM—MAJCOM Functional Manager

NCO—Noncommissioned Officer

PE—Professional Enhancement

PME—Professional Military Education

SNCO—Senior Noncommissioned Officer

TAFMSD—Total Active Federal Military Service Date

UCMJ—Uniform Code of Military Justice

Attachment 2

RANKS, ABBREVIATIONS, AND TERMS OF ADDRESS

Rank	Abbreviations	Pay Grade	Terms of Address
		SNCO Tier	
Chief Master Sergeant of the Air Force	CMSAF	(Special Rate)	Chief Master Sergeant of the Air Force or Chief
Chief Master Sergeant	CMSgt	E-9	Chief Master Sergeant or Chief
Senior Master Sergeant	SMSgt	E-8	Senior Master Sergeant or Sergeant
Master Sergeant	MSgt	E-7	Master Sergeant or Sergeant
		NCO Tier	
Technical Sergeant	TSgt	E-6	Technical Sergeant or Sergeant
Staff Sergeant	SSgt	E-5	Staff Sergeant or Sergeant
		Airman Tier	
Senior Airman	SrA	E-4	Senior Airman or Airman
Airman First Class	A1C	E-3	Airman First Class or Airman
Airman	Amn	E-2	Airman
Airman Basic	AB	E-1	Airman Basic or Airman